



Grant Procedures Manual

Applying for and Awarding of Blue Action Fund Grants

September 2020



Grant Procedures Manual

This Grant Procedures Manual details the requirements and procedures for each step of the grant making process of Blue Action Fund (“Blue Action”). Section 1 introduces Blue Action’s grant programme and Section 2 provides full details on grant eligibility. Section 3 then details the application process. Finally, Section 4 highlights information with regards to project implementation and monitoring that is important for potential grantees to understand at the application stage.

The aim is to ensure a standard approach for each project and adherence to policies that safeguard Blue Action’s projects and comply with donor requirements.

The Manual will be reviewed regularly and amended to reflect new requirements and best practices. NGO users are invited to offer feedback on the appropriateness and usability of this Manual.

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Glossary

Blue Action	Blue Action Fund
BMZ	German Federal Ministry for Economic Cooperation and Development
EBSA	Ecologically and Biologically Significant Marine Area
EUR	Euro
E&S	Environmental and Social
ESMS	Environmental and Social Management System
FAO	Food and Agriculture Organisation of the United Nations
IFC	International Finance Cooperation
ILO	International Labour Organisation
IUCN	International Union for the Conservation of Nature
KfW	KfW Development Bank
MPA	Marine Protected Area
NGO	Non-governmental Organisation
ODA	Official Development Assistance
PS	Performance Standards
SDG	Sustainable Development Goal
UN	United Nations

1 About Blue Action Fund

Although our global ocean is of immense value, at present only a marginal fraction is protected. Blue Action Fund (“Blue Action”) was founded in 2017 by the German Federal Ministry for Economic Cooperation and Development (BMZ) in conjunction with KfW Development Bank as one of several international initiatives to respond to that deficiency. Since its founding, the governments of Sweden and France¹ have also joined and today Blue Action is among the world’s largest funders of marine conservation.

Working mainly in its donors’ partner regions for international development cooperation, Blue Action supports non-governmental organisations (NGOs) in their efforts to conserve the ocean and coastlines and promote sustainable livelihoods in coastal communities.

Blue Action is a non-profit foundation established under German law. Entrusted with public funds, it follows principles of good governance and efficiency. For more information on Blue Action’s organisational structure and the roles of its Management and Supervisory Boards, please refer to our website www.blueactionfund.org.

1.1 Blue Action’s Focus

Blue Action’s overall goal is to reduce the dramatic loss of marine biodiversity and improve incomes of coastal fishing communities. It is dedicated to supporting Marine Protected Areas (MPAs) and the most sensitive coastal waters of Africa, Latin America and Asia/Pacific and focuses on projects with measurable outcomes in two areas:

- Newly established or better managed MPAs or networks of MPAs which result in conservation of biodiversity;
- Enhanced livelihood conditions and food security.

Blue Action operates through a programme of grants to NGOs working, typically in partnerships with various local actors.

1.2 Grant Programme Structure and Governance

NGO/Grantee: In response to Blue Action’s open call for proposals, NGOs can submit applications for grants. Once a Grant Agreement is concluded, they take on the responsibility for implementing their project within the overall grant programme. As Blue Action’s grant programme implementation partner, NGOs are responsible and accountable under their project for the proper delivery of funds and/or services, the financial and administrative management, reporting to Blue Action and monitoring at project level.

Blue Action: Blue Action’s two constituent bodies - its Management Board and Supervisory Board - shape and guide the grant programme in different ways.

The Management Board, through its Executive Director, is responsible for the general representation and administration of Blue Action including making recommendations on call for proposal themes, reviewing and recommending project concepts and full proposals in response to calls, awarding approved grants, monitoring project reporting and progress and assessing overall grant programme impact.

The Supervisory Board sets the grant programme’s strategy, approves individual calls for proposals, reviews the Management Board recommendations and makes the final decision on funding awards.

The International Union for the Conservation of Nature (IUCN): IUCN provides strategic advice to Blue

¹ Respectively through the Swedish Foreign Ministry and the Agence Française de Développement (AFD).

Action and supports the appraisal of grant applications.



2 Blue Action Funding Eligibility Requirements

General Requirements - Who, What and How

Blue Action’s grant eligibility requirements concern the implementing organisation (“who”), project content (“what”) and project approach (“how”). Applicants should consider carefully if they fulfil the requirements and have the capacity to offer and implement projects of this nature.

2.1 Who

NGOs² that...

- are well grounded in the region and have experience with the project type proposed;
- are willing to cooperate with local partners;
- have sufficient implementing capacity, necessary Environmental & Social Safeguards, and networks to allow for professional and timely project implementation (see Sections 3.6, 3.8 and 4.7);
- have a sufficiently large annual budget (the budget of the NGO proponent should be about twice the proposed annual project budget or more)³;
- have strong financial management and internal control systems. This includes adequate provisions for planning and budgeting, internal control and accounting, as well as funds, cash flow and assets management; and

² Intergovernmental organisations, such as UN bodies are not regarded NGOs. In case of doubt about eligibility, please contact Blue Action.

³ The financial requirement relates to the contracting party only, i.e. the consortium lead (grantee).

- are willing to fund at least 25%⁴ of the total project costs (“match funding”), including funds from their own resources (“own contribution”)⁵ and co-financing. Co-financing can be sourced from other public donors but may not include any resources from the funders of Blue Action⁶.

Blue Action welcomes applications from consortia of NGOs that demonstrate clearly the task sharing and synergies between the applicants. At latest during the full proposal submission phase (see Section 3), consortia are required to submit a signed letter of intent of collaboration that designates the consortium lead (grantee), who assumes full responsibility for the project implementation.

The roles of the different partners within a Blue Action project are defined as follows:

Grantee: The NGO signing and receiving the grant from Blue Action. The grantee has the overall responsibility for the financial and technical implementation of the project.

Subgrantee: A third party/organisation identified by the grantee in the project proposal (i) who has agreed with grantee to participate in and perform part of the project (ii) whose role and responsibilities are clearly defined in the project proposal, and (iii) whose respective costs are outlined in detail in the project proposal and overall budget. Subgrantees will have to comply with all terms of the Grant Agreement and will be subject to audits, monitoring and evaluations.

Subcontractor: A third party who on behalf of the grantee or subgrantee takes over one or more well-defined tasks within the project. The subcontractor owes a service or product and issues an invoice for it. If the subcontractor has been identified and approved by Blue Action within the full proposal, the contracting party will not be subject to tendering under Blue Action’s Procurement Policy.

Project Partner: Any organisation that is involved in or associated with the project and is externally communicated in that capacity. Project partners do not necessarily need to be involved financially.

2.2 What and How

What: projects that...

- contribute to the Blue Action’s grant programme results matrix (the ‘Grant Programme Results Matrix’) set forth in Annex 1 to this Manual;
- support areas with significant biodiversity, such as Ecologically or Biologically Significant Marine Areas (EBSAs), Hope Spots or other internationally recognised classification systems for marine biodiversity;
- are realised in an area (including buffer zones) that is recognised as an MPA (including through community designation and management) or has the potential to get formal recognition as an MPA during the lifetime of the project;
- have an integrated approach and contribute to marine protection as well as sustainable livelihoods;
- contribute to fulfilling SDG 14 and Aichi target 11; and
- fulfil additional call-specific criteria and priorities announced with each call for proposals.

How: projects that...

- are located in the marine waters (territorial waters and/or exclusive economic zones) of countries eligible to receive official development assistance (ODA)⁷;
- are tested and scalable;

⁴ Should the project concern a “country affected by conflicts” the required contribution to the total project costs might be reduced to 10%. These countries will be indicated in the call for proposals.

⁵ “Own contributions” include cash and in kind contributions such as direct financial co-funding, human resources seconded to the project at no cost, provision of operational facilities such as office/vehicles, etc. They can, for example, be provided by local offices through private donations or through sponsorship.

⁶ i.e. German, Swedish or French government funding.

⁷ A list of ODA countries can be found here: <https://www.oecd.org/dac/stats/daclist.htm>

- contribute to capacity building of local communities, NGOs and MPA administrations;
- include significant field investments (for sustainable livelihoods and infrastructure);
- show a measurable impact within the duration of the project;
- include a component to establish long-term financing mechanisms that support MPA management beyond the duration of the project itself, or foresee strong cooperation with existing financing mechanisms that can provide such support;
- demonstrate cooperation with relevant governmental organisations and civil society;
- contemplate a Blue Action contribution in the amount contemplated by the call for proposals, generally EUR 1-3 million; and
- have a duration of three to five years.

2.3 Eligible Measures

In implementing the “What and How” criteria outlined above, Blue Action only funds costs that are in line with the eligibility criteria as outlined in this section. Ineligible measures must not be part of the project, irrespective of the exact funding source (Blue Action or match funding). Questions on the eligibility should be discussed with Blue Action during the development of the concept note or at latest as part of the development of the full proposal (see Section 3).

General Eligibility Requirements.⁸

For all of its grants, Blue Action expects that:

- There will be a marine conservation focus, but a substantial share of funding will also be devoted to sustainable livelihoods activities.
- A substantial share of the funding will be used for capital expenditures, equipment and direct payments.
- Costs outside the target region (total of cost category group 3) will be less than 20% of the overall project budget, and only 10% of Blue Action’s grant can contribute to the total costs outside the target region. It should be noted that 20% of the overall project budget is the absolute limit. Blue Action targets levels of costs outside the target region for its project of closer to 15%, and levels lower than 15% will be evaluated positively.

Blue Action project budgets are divided into the following three cost category groups consisting of separate cost categories:

- Category Group 1 (1.1.-1.6.): E.g. capital expenditures, operational and maintenance costs (for MPAs) and capacity building within the target region.
- Category Group 2 (2.1.-2.5.): Staff costs, travel costs and other operational costs of the implementing NGOs within the target region.
- Category Group 3 (3.1.-3.2.): Costs outside the target region, e.g. costs incurred at head office and for staff outside the target region.

The following table presents the three cost category groups and categories used in Blue Action project budgets, including examples of eligible measures and costs. Blue Action will share a detailed budget template with organisations invited to prepare full proposals.

⁸ In addition to these requirements that address the project’s content, more standard requirements generally applicable to grants are included in the Grant Agreement (see Section 4 below), e.g., that costs must be incurred by the grantee during the duration of the action, comply with the requirements of applicable tax and social legislation, and be reasonable, justified and comply with principles of sound financial management.

Cost Category	Examples Eligible Measures and Costs
1.1 Capital expenditures and equipment; direct payments	<p><u>Capital expenditures and equipment</u>: equipment for monitoring, control and surveillance; surveillance posts and huts along the coastline; stationary data collection devices; sanitary measures for the handling of fish along the value chain (including plastic trays on the boat, improvements to the transport capacity and at the fish market); investments into cold chains (incl. small-scale storage facilities and durable insulation boxes); exchange programmes for sustainable fishing gear (larger mesh sizes, more selective methods); by-catch prevention measures; fishers' meeting house improvements to promote participatory co-management; mobile phones; IT; motorcycles for park authorities or local communities.</p> <p><u>Direct payments</u>: Direct financial support for women's group saving and credit schemes, setting-up a livelihood-support fund, provision of micro-credits to finance future activities in favour of the community. During the initial years of a set-up of a no-take zone, financial support to the community is possible until higher income due to spill over kicks in (e.g. cash-for-work programmes for local infrastructure such as. road repairs; or coverage of school fees for the community).</p>
1.2 Operational and maintenance costs	Temporary support for operating costs such as salary supplements for MPA personnel (sustainable impact must be demonstrated). Operating and maintenance costs of facilities and equipment.
1.3 Capacity development, training and workshops	Stakeholder engagement meetings, travel costs of participants, capacity building of local NGOs and communities to ensure project outcomes will be sustained once the project ends. Support to implement management plans, investment programmes, monitoring agreements on local, national and transboundary level. Training on participatory fisheries management ("co-management") and site-specific possible surveillance measures; joint zonation of the MPA by all user groups; training on catch data handling and compilation; traceability and certification.
1.4 Consulting services	Development/establishment of MPAs or community access rights. Preparation of MPA and MPA network development plans, business plans, tourism development plans and their implementation. Elaboration and support to implement business models for pro-poor livelihood diversification based on sustainable marine biodiversity use. Formation of cooperatives to gain better selling prices of fish; establishing cross-sector transfer payments to fishers for their MPA surveillance (e.g. dive bases collect USD 1 a day from tourists); house gardening for improved vegetable supply; plastic and garbage collection, as well as waste separation and recycling programmes.
1.5 Other marine activities	Beach Support Units
1.6 Communication and Awareness	Handbook on sustainable fisheries and MPA management for user groups; poster campaigns with jointly agreed user rules and MPA zonation; radio shows on marine resource overutilisation and benefits of MPAs, environmental education curricula development in local schools.
2.1 Staff (Field)	Usually all field staff is expected to work 75-100% but at least 50% of its time on the project. This includes a dedicated project manager working 100% on the project. In case technical staff works <50% of their time on the project, information must be provided to what specific activities they are contributing (e.g. sustainable livelihoods' experts working on a tourism development plan or communications staff).
2.2 Staff (admin)	Salaries for administrative staff based within the target region including finance staff.
2.3 Travel staff	Travel costs, including fare, accommodation and daily allowances of staff based in the target region.
2.4 Other operational costs	Costs directly related to ensuring sound field implementation (share of office rental, telecommunication, office services and electricity as lump sum), third party financial reviewing of the project, as well as capital equipment, such as laptops, printer, or vehicles for the implementing partners operation in the target region.
2.5 Contingency	Projects are expected to calculate at least 4-5% of total project budget as contingency.
3.1 International Staff	Salary of any staff based outside the target region.
3.2 Travel international staff	Travel costs, including fare, accommodation and daily allowances of staff based outside the target region.
3.3 Other indirect costs	Other indirect costs accruing to NGOs outside the target region (can be a lump sum).

Disfavoured Measures and Costs (Eligible only with Prior Approval)

The following *measures* and *costs* will generally not be considered appropriate for Blue Action funded projects. If, however, one of the measures or costs is considered indispensable for the project, the applicant may propose it with due justification.

Disfavoured *measures*:

- Capacity development not related to either the creation or management of MPAs or infrastructure or equipment management;
- Infrastructure, equipment and training for national and regional organisations unless there is a direct linkage with establishment, surveillance, protection, monitoring or sustainability of MPAs;
- Research other than for the establishment of baselines, establishment of MPAs or pilots for innovation testing;
- Education and acquisition of formal qualifications in marine protection and management;
- Transboundary interventions to protect particular habitats (e.g. mangroves) without clear links to specific MPAs;
- International conferences, workshops, study tours as stand-alone activities, i.e. if they are not an essential element to achieve the project's objective;
- So-called “dish outs” for procurement of productive assets (such as cold storage equipment, fishing gear, etc.). For these purposes, a dish out is a grant contribution to such a procurement that does not include at least a small contribution by recipients of the items either financially or in kind.

Disfavoured *costs*:

- Salary or travel costs of government officials
- Salaries above local rates
- Import Duties. Import duties generally cannot be paid with Blue Action funds and, if part of the value of a contract goods or services, must be stated separately in the contract and the related invoices and covered with other resources (e.g. match funding). If a significant share of goods and services must be imported, e.g. into a small island developing state, and NGOs are not in a position to fund import duties from their own contribution, import duties can be financed by Blue Action.

Ineligible Measures

As described in Section 4.7, Blue Action maintains an [Environmental and Social Management System \(ESMS\)](#). The ESMS sets forth a list of measures or actions, including among others those that would result in the destruction of critical habitats that are ineligible (without exception) for funding by Blue Action. Potential grantees must assure that their proposals do not include any such ineligible measures or actions.

3 Grant Award Process

Blue Action's grant award process is based in principle on open calls for proposals. As more fully described below, each call for proposals may set a strategic and geographic focus that will need to be considered in addition to the general requirements of this Manual. The award process involves the steps described below.

3.1 Formulation of Strategy and Focus Areas

The Management Board presents the strategy and focus area(s) of each call for proposals to the Supervisory Board for approval. The Supervisory Board determines the budget foreseen for the call.

3.2 Specification of Selection Criteria

The thematic focus, target region and other relevant criteria of a particular call for proposals are defined in the call document. The Management Board publicly announces each call by publishing the call document on Blue Action's website.

3.3 Preparation of Concept Notes

NGOs elaborate and submit concept notes using the concept note template, which can be downloaded from our website until the deadline specified in the call document.

3.4 Appraisal and Shortlisting of Concept Notes

Concept notes and applicant organisations are evaluated by the Management Board with the help of IUCN and other external evaluators using standardised evaluation tools. Projects proposed in the concept notes are screened for basic eligibility, and subsequently evaluated. The evaluation includes, among other things, an assessment of Theory of Change, underlying assumptions, the expected outcomes and the capacity of the proponents to deliver the project's results (as described in Section 3.6). Ultimately, the Management Board prepares a shortlist of concept notes for approval by the Supervisory Board. Upon the Supervisory Board's decision about which projects to pursue for a full proposal phase, the Management Board informs all organisations of the results⁹.

3.5 Elaboration of Full Proposal

NGOs whose concept notes are to be pursued are asked to elaborate a full proposal and are provided with the relevant documents and templates.

Upon invitation to elaborate a full proposal, the proposing NGO identifies the key environmental and social (E&S) risks of the proposed project and indicates how any potential negative impacts will be minimised and mitigated. Blue Action will assess the information provided and determine the E&S risk level of the project and – depending on the outcome - requests a partial or full E&S impact assessment or other relevant information, documentation, or management plans (see Section 4.7).

During the elaboration process, NGOs can submit questions and the answers are sent to all parties invited to submit full proposals. NGOs have the opportunity to request a grant of up to EUR 10,000 to support the elaboration of full proposals, e.g. to cover consultation meetings with relevant stakeholders, travel costs of local NGOs participating in preparation meetings or to work on E&S assessments or baselines. Also, NGOs have the opportunity to declare up to EUR 50,000 of costs incurred specifically

⁹ The following information of NGOs invited to pursue full proposals will be shared with all NGOs that submitted concept notes: Name of NGO and partners, project title and countries of the proposed project.

for the preparation of the full proposal as match funding¹⁰ to the project. The full proposal must have the endorsement of the appropriate authority/authorised body of the country/ies, with a signed letter of consent indicating such endorsement and with the agreed cooperation presented.

3.6 Appraisal of Full Proposals

The full proposals will be evaluated by the Management Board with support from IUCN and other external evaluators. The evaluation includes the enhanced assessment of the grantee and governance structure of the project, as well as the assessment of the project concept, the project logframe, its contribution to the Blue Action's Grant Programme Results Matrix, the measures to reach the promised impacts, and the suitability of the proposed budget.

3.7 Final Selection and Approval

The Management Board agrees which project proposals to recommend for funding and presents them to the Supervisory Board. Taking the Management Board's recommendations into account, the Supervisory Board makes the final funding decisions. Upon the Supervisory Board's decision about which full proposals to approve, the Management Board informs all organisations of the results and seeks to proceed to contract with the chosen organisations (see Section 4).

3.8 Grantee Vetting/Due Diligence

With respect to each proposed grantee, Blue Action will conduct a due diligence process, which will include, among other procedures:

- requesting relevant documents concerning the organisation (registration certificate, statutes) and financial documents (e.g. financial statements of the past three years), as well as verifying an ID document of the project leader or the CEO of the grantee's organisation;
- obtaining a list of board members as well as private contributors exceeding 15% of the annual resources of the grantee or the Blue Action supported project; and
- verifying the absence of respective persons from relevant financial sanctions lists.

This due diligence process will be finalised at latest prior to the signature of the Grant Agreement.

4 Implementation, Monitoring and Evaluation of the Projects

This chapter provides an overview of the most important regulations that will govern Blue Action's relationship with grant recipients of which potential grantees should be aware as they consider whether to apply for a Blue Action grant. In addition to its standard form Grant Agreement, Blue Action also maintains a Grant Implementation Guide intended to provide practical support to grantees in their implementation of the project and compliance with the terms of the Grant Agreement. The full standard form Grant Agreement and Grant Implementation Guide are available on the Blue Action website.

4.1 Grant Agreement

Blue Action will contract the grantee using a standard form Grant Agreement. The full proposal will serve as an attachment to the Grant Agreement. Subsequent significant changes altering the project proposal

¹⁰ Up to € 50,000 of the costs incurred to prepare the full proposal and carry out necessary groundwork – accrued between the invitation to submit a full proposal and the signature of the Grant Agreement – can be counted as match funding. These costs must be budgeted under the respective cost categories.

(e.g. due to changing circumstances after approval) need to be approved by Blue Action and – depending on the nature of the changes – may result in an amendment to the Grant Agreement. The current version of Blue Action’s Grant Agreement is available on Blue Action’s website at the above link. Key provisions of the Grant Agreement are summarised below.

4.2 Procurement and Subcontracting

Blue Action’s Procurement Policy is an integral part of the Grant Agreement. Potential grantees are advised to read Blue Action’s Procurement Policy before applying for a grant to ensure that they are able to comply.

A grantee has two options when subcontracting out to a third party: The grantee can either use Blue Action’s standard contract templates for consulting services, non-standard goods purchases and procurements of civil works, or use its own organisation’s standard contract templates. If a grantee chooses to use its own templates, these must be no-objected by Blue Action before being used. The procurement of highly standardised (off-the-shelf) goods is exempt from the requirement to use a Blue Action contract template or no-objected contract template.

4.3 Reporting and Funding Advance Requests

The Grant Agreement provides for regular reporting to Blue Action through a cycle of annual and interim reporting, including regular reporting on ESMS. Funding is requested semi-annually in connection with the corresponding interim report. In the Funding Advance Request, details on expenses actually incurred during the previous work period, total project expenses to date and the remaining grant balance are required to be reported. The more comprehensive annual report includes, among other things, information and data to assess progress towards the agreed project logframe and the Blue Action’s Grant Programme Results Matrix. At the end of the project, a final report will summarise the project achievements, lessons learned and relevant financial information.

4.4 Project Audits and Technical Project Reviews

Grantees are required to arrange a midterm and a final financial review (project audit) by an independent auditor. The project audits will be conducted in accordance with an agreed upon procedures methodology specified in a Terms of Reference included as an Annex to the Grant Agreement. Costs for the project audit are to be included in the project budget.

In addition, each grant requires a midterm and a final technical review, performed by independent evaluators, for which exact dates will be agreed. The technical review will be commissioned and funded by Blue Action outside the grant budget.

4.5 Monitoring and Evaluation

Blue Action regards monitoring of the grant activities as essential to effective grant making. Grantees have the main responsibility for monitoring at project level and timely and responsive reporting as outlined above. Blue Action’s own monitoring, internal evaluation will mainly be done through review of the grantee reporting and the project audits and technical reviews.

Blue Action may also conduct project visits to learn from project successes and challenges for Blue Action’s portfolio.

4.6 Communications

The grantee is required to acknowledge Blue Action’s support by adding the logo of Blue Action to all

publications, reports, banners, press materials and other products that the grants help produce. If appropriate, Blue Action should also be acknowledged on the grantee's social media posts and website.

The grantee is also required to provide Blue Action with electronic copies of photographs, video material as well as any articles, reports, media interviews or other publication directly relating to activities covered under the Grant Agreement.

The Grant Agreement also grants Blue Action the right to copy, distribute and publish derivatives of the work, in particular photographs, for non-commercial use.

4.7 Environmental and Social Safeguards

If its full proposal is accepted, the Grant Agreement also requires that the grantee will diligently implement the project's E&S Safeguards outlined in the full proposal during further project preparation and implementation, and will monitor the E&S performance of the project, including regular reporting.

Blue Action's ESMS defines procedures, tools and responsibilities for assessing, managing and monitoring environmental and social risks and impacts associated with projects supported by Blue Action throughout the entire project lifecycle. It is an integral part of Blue Action's grant award and implementation procedures and the Grant Agreement itself. The ESMS, including all relevant templates, is available on Blue Action's website.

Annex 1: Blue Action – Grant Programme Results Matrix

All projects are expected to significantly contribute to the Blue Action's Grant Programme Result Matrix.

Indicators 1.1, 1.2 and 1.3. are compulsory indicators for all funded projects. In addition, project log-frames should integrate a number of the outcome and output indicators below.

	Indicators
<p>Goal (Impact/Overall Objective) Networks of globally significant marine protected areas are conserved.</p>	<p><u>Indicator 1.1:</u> At the end of the project, the biomass of one or more relevant umbrella/indicator species is maintained or increasing in the project areas.</p> <p><u>Base value (At project start):</u> x tons of relevant umbrella species in the project areas (umbrella/ indicator species will be determined by grantee in collaboration with IUCN or another competent scientific advisor).</p> <p><u>Target value (End of project):</u> The biomass of umbrella species in the project areas is maintained or increased.</p> <hr/> <p><u>Indicator 1.2:</u> At the end of the project, there are improved livelihood conditions of affected households in project areas.</p> <p><u>Base value (At project start):</u> Average household income in affected project sites.</p> <p><u>Target value (End of project):</u> Average household income in affected project sites increased.</p> <hr/> <p><u>Indicator 1.3:</u> At the end of the project, substantially more households affected in project areas have a positive attitude towards the protection of marine biodiversity.</p> <p><u>Base value (At project start):</u> ---</p> <p><u>Target value (End of project):</u> On average, >75% of households affected in project areas have a positive attitude towards protection of marine biodiversity.</p>
<p>Outcome The management of globally significant marine protected areas and their sustainable use is improved in close cooperation with relevant stakeholders.</p>	<p><u>Indicator 2.1:</u> Creation of new MPAs or substantial expansion of existing MPAs.</p> <p><u>Base value (At project start):</u> To be defined in project proposals (km² per IUCN MPA category)</p> <p><u>Target value (End of project):</u> To be defined in project proposal</p> <hr/> <p><u>Indicator 2.2:</u> Management effectiveness of supported marine protected areas has improved.</p> <p><u>Base value (At project start):</u> Average METT¹¹ or similar instrument at beginning of project.</p> <p><u>Target value (End of project):</u> Average METT or similar instrument + 10%.</p> <hr/> <p><u>Indicator 2.3:</u> At the end of the project, key fisheries are operated within the maximum sustainable yield.</p> <p><u>Base value (At project start):</u> To be determined during inception phase of projects.</p> <p><u>Target value (End of project):</u> Operated within MSY.</p> <hr/> <p><u>Indicator 2.4:</u> Adoption of sustainable employment opportunities and initiatives for improved value chains by project target groups.</p> <p><u>Base value (At project start):</u> To be defined in project proposal.</p> <p><u>Target value (End of project):</u> To be defined in project proposal.</p> <hr/> <p><u>Indicator 2.5:</u> At the end of the project, new effective instruments to reduce key direct threats to marine biodiversity are under implementation.</p> <p><u>Base value (At project start):</u> ---</p> <p><u>Target value (End of project):</u> To be defined in project proposal.</p>
<p>Outputs</p>	
<p>Output 1: MPA management plans and new protected areas are established.</p>	<p><u>Indicator 3.1.1:</u> Maximum of three years after project inception, marine protected areas dispose of effective planning documents, such as updated MPA-management plans, multi-year MPA-budgets, MPA-communication plans, MPA-monitoring plans, fisheries management plan in accordance with the FAO Voluntary Guidelines for Small Scale Fisheries & FAO Code of Conduct for Responsible Fisheries</p>

¹¹ Blue Action asks its grantees to measure MPA management effectiveness through Management Effectiveness Tracking Tools (METTs). Blue Action does not require its grantees to use a particular tool.

	Indicators
	<p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: To be defined in project proposal.</p> <p><u>Indicator 3.1.2</u>: MPA management plans will incorporate climate change mitigation and adaption, including documentation on mitigation and climate change adaptation outputs or impacts.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: To be defined in project proposal.</p>
<p>Output 2: Resources, instruments, and capacities for the implementation of management plans of marine protected areas and their sustainable use are improved.</p>	<p><u>Indicator 3.2.1</u>: Maximum of three years after project inception, at least 50% of measures planned in management or operational plans have started implementation.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: At least 50% of measures have started implementation at end of project.</p> <p><u>Indicator 3.2.2</u>: Demarcation of protected areas is documented in relevant legal form.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: Documentation of designation is finalised.</p> <p><u>Indicator 3.2.3</u>: Cost-effective monitoring, control and enforcement techniques to prevent illegal fishing / use of unsustainable practices are successfully adopted.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: To be defined in project proposal.</p> <p><u>Indicator 3.2.4</u>: Efficient and effective data collection relevant for marine conservation adopted.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: To be defined in project proposal.</p> <p><u>Indicator 3.2.5</u>: Realistic strategies for sustainable financing of MPAs are developed for supported MPAs and first mechanism to their end have started implementation.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: To be defined in project proposal.</p>
<p>Output 3: Sustainable Livelihoods are promoted</p>	<p><u>Indicator 3.3.1</u>: Number of initiatives to create sustainable employment opportunities.</p> <p><u>Base value (At project start)</u>: --- <u>Target value (End of project)</u>: To be defined in inception phase of project.</p> <p><u>Indicator 3.3.2</u>: Number of initiatives to increase value added in supply chains of marine related activities (e.g. certification).</p> <p><u>Base value (At project start)</u>: --- <u>Target value (End of project)</u>: To be defined in inception phase of project.</p> <p><u>Indicator 3.3.3</u>: Increase in number and proportion of women in leadership positions of fisheries or MPA management and number of women with increased economic empowerment.</p> <p><u>Base value (At project start)</u>: To be defined in project proposal. <u>Target value (End of project)</u>: To be defined in Inception Phase.</p>